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OFFICE OF SECURITY
REPORT
ON
PROGRAM
FOR
GREATER EFFICIENCY IN
CIA

RETITLED :

EFFICIENCY OF OS PROGRAMS -1958-
ACTIVITIES, FUNCTIONS.

OLB 6/5/78



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**OFFICE OF SECURITY
REPORT
ON
PROGRAM
FOR
GREATER EFFICIENCY IN CIA**

April 1959

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13 April 1959

MEMORANDUM FOR: Acting Deputy Director (Support)

SUBJECT : Program for Greater Efficiency in CIA

REFERENCES : (a) DCI memorandum 28 January 1959 to
DD's, same subject
(b) DDS memorandum 6 February 1959 to
DS, same subject

1. This memorandum is for information only.

2. Pursuant to references and other instructions, the Office of Security has undertaken comprehensive and exhaustive studies as directed by the DCI in Reference (a). Further, pursuant to supplementary oral instructions from the Deputy Director (Support), we have included in these studies the matter of possible unnecessary, time consuming or non-productive requirements levied on the Office of Security by other components of the Agency.

3. A survey of this nature necessarily generates a voluminous report. In the interest of clear presentation, the report is divided into sections related to the items directed for survey as follows:

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Reference (a) - Paragraph 1b

SECTION I

IDENTIFICATION OF ACTIVITIES, FUNCTIONS, PROJECTS, OR
PROCEDURES WHICH MATERIALLY OVERLAP OR UNNECESSARILY
DUPLICATE WORK OF ANOTHER ELEMENT OF THE COMPONENT,
AGENCY OR INTELLIGENCE COMMUNITY

Close study of the activities, functions, projects and procedures of each component in the Office of Security has not disclosed any such of which are considered to materially overlap or unnecessarily duplicate the work of another element of the component, Agency or Intelligence Community.

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Reference (a) - Paragraph 1d

SECTION II

IDENTIFICATION AND ACTION TAKEN ON INDIVIDUALS INSUFFICIENTLY
OR INEFFECTIVELY EMPLOYED, REGARDLESS OF THE ESSENTIALITY
OF THEIR TASKS

1. The Security Officer located in the Central Processing Branch, Office of Personnel in Curie Building, is a member of the Office of Security and on the T/O of this Office. During January 1959 it was indicated that perhaps the incumbent, through no fault of his own, but because of his physical location in the Central Processing Branch, Office of Personnel in Curie Hall, might not be sufficiently employed. This is due to the fact that security processing of personnel going into foreign travel status is not and cannot be a continuous procedure. On 23 January 1959 a survey was made of the duties and procedures of the incumbent and it was found that he was not in fact fully occupied for the reason stated above. It was decided therefore on 9 March 1959, in coordination with and with the concurrence of the Office of Personnel, that the Security Officer in the Central Processing Branch at Curie Hall would be physically transferred to the Employees Activity Branch of the Office of Security, located in Eye Building. By this action it has been possible to assign this Officer additional duties and at the same time better serve the personnel who are processing out for foreign travel by scheduling their briefings for specific appointments, thus eliminating long waits which sometimes occurred under the previous system.

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3. Some receptionists might conceivably fall within the category of being insufficiently employed, but performing essential tasks. Any attempt to fully occupy the receptionists is limited by these factors: no classified material can be handled in their offices; the receptionists must often leave their desks to escort visitors; they have limited skills. The receptionists are given a limited amount of extra work such as sorting visitor passes. Efforts are being made to find additional minor assignments for them. However, because of the large number of visitors to the Agency buildings (over 90,000 in 1958) it is not felt that much more extra work can be given them. Reception stations at the Personnel Office on 16th Street and at the Security Office in Building 13 are being closed. This will reduce our receptionist complement by two persons. These posts will, however, have to be covered by other personnel in addition to their normal duties. The matter of use of and need for receptionists is under continual review by this Office with a view toward elimination of receptionists whenever feasible.

4. In order to insure that the sufficiency and effectiveness of employment of all Office of Security personnel are maintained, all chiefs of major components in the Office have been instructed to report to the Director of Security on a continuing basis the names of any individuals under their jurisdictions who are insufficiently or ineffectively employed.

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Reference (a) - Paragraph 2

SECTION III

STATUS OF THE
PERSONNEL SELECTION OUT PROGRAM

FOIA B5 1. Pursuant to the directive from the Director of Central Intelligence dated 19 February 1958, "Personnel Selection Out Program", seven names of employees of the Office of Security were referred to the Director of Personnel for advice as to action to be taken in connection with the Personnel Selection Out Program. As a result, one individual was terminated as

FOIA B5

[REDACTED]

It is interesting to note with respect to the individual who was warned to improve his performance, that the latest report on his performance reflects gratifying progress.

2. All fitness reports of the personnel in this office are closely reviewed and any indication of submarginal performance is brought to the attention of the Director of Security so that appropriate action may be taken. In addition, supervisors have been instructed to bring to the attention of the Director of Security submarginal performance or any indication of ineffective employment as it appears.

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Reference - DD/S (oral)

SECTION IV

IDENTIFICATION OF ANY REQUIREMENTS LEVIED ON THE OFFICE
WHICH ARE CONSIDERED TO BE UNNECESSARY OR TIME CONSUMING
OR NON-PRODUCTIVE

The requirements which are levied on the Office of Security by other components of the Agency have been thoroughly reviewed with respect to the efforts expended and the benefits derived. It is the opinion of the Office of Security that all of the requirements which are levied upon us for guidance, advice, and support are worthwhile and necessary from the viewpoint of good security. The fact that occasionally requirements are time consuming does not appear, in our judgment, to alter the necessity of their being carried out. In this connection for example, the custodial service required for [REDACTED]

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[REDACTED]
requirements which though time consuming are without question most essential in the preservation of proper security in the interest of the United States.

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4. A re-examination of the organizational structure of this office has been made, as directed in reference (a), paragraph 1c, and the report covering this re-examination is attached as Tab A. I have no recommendations for further changes at this time.

5. An analysis of the activities, functions, projects, and procedures of this office has been made in accordance with directions in reference (a), paragraph 1a, and the report covering this analysis is attached as Tab B. As stated in the attachment, the functions of this office do not lend themselves to listing on a priority basis and are therefore not so listed. At this time I am continuing an examination and analysis of the activities of the Physical Security Division in order to determine whether a recommendation should be made for a further reallocation of personnel in view of the increased workload which is being experienced by this Division. A recommendation in this connection will be made to you at a later date.

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Shepherd Edwards
Director of Security

Attachments:

Tab A
Tab B

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Tab A

OFFICE OF SECURITY
ORGANIZATIONAL STRUCTURE

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EXAMINATION OF
ORGANIZATIONAL STRUCTURE
OFFICE OF SECURITY

1. The organizational structure of the Office of Security is reflected by the organizational chart attached next following.

2. One major organizational change was made during 1958. This was the consolidation of the Overt and Covert Security Files into one component and establishing it as the Security Records Division under the supervision of the Deputy Director for Investigations and Operational Support. The creation of this Division eliminated the [redacted] in the Personnel Security Division and the Correspondents and Records Branch in the Security Support Division. Since some of the functions of the old Correspondents and Records Branch were concerned with other than security records, these responsibilities with other responsibilities, were assumed by a new component designated as "Coordination and Review" which reports directly to the Deputy Director for Investigations and Operational Support.

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3. Another change of a minor nature was delegation from the Director of Security to the Deputy Director of Personnel and Physical Support of direct supervisory responsibility for the Foreign Support Staff.

4. An additional change in organization was the creation of a

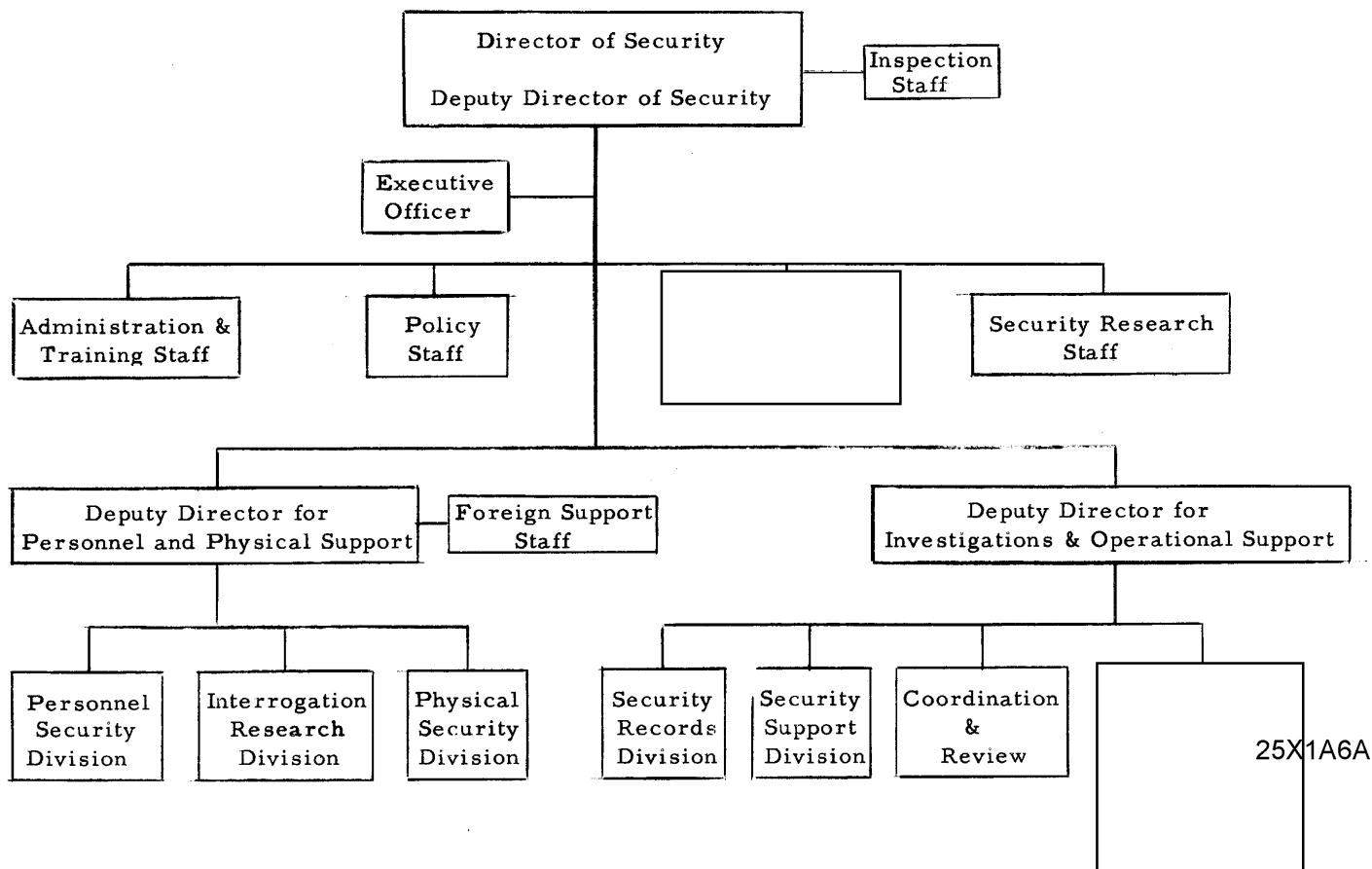
[redacted]

5. All of the changes described above in the organizational structure of the Office were made in the interest of greater efficiency, security, or better administration. No other changes in organization are planned at this time.

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OFFICE OF SECURITY



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Tab B

OFFICE OF SECURITY
ACTIVITIES, FUNCTIONS, PROJECTS AND PROCEDURES

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OFFICE OF SECURITY

ANALYSIS OF ACTIVITIES, FUNCTIONS, PROJECTS AND PROCEDURES

GENERAL

1. Reference is made to the memorandum of the Director of Security dated 31 December 1958, to the Deputy Director (Support), subject: "Reduction of Personnel and Expenditures for FY 1959 and FY 1960". This presents, in addition to budget requirements, a statement of man power usage and a proposed plan for reduction of personnel during the fiscal years concerned. It apportioned the personnel strength and cost of operation of this office to its various functions. In that report the position was taken, and is still maintained, that the functions of this office do not lend themselves to listing on a priority basis. The Deputy Director (Support) approved the report as a planning paper and he has stated that he considered it, and his personal review of the Office of Security in connection therewith, as satisfying the requirements of Item 1a, b, and c of Reference (a).

2. However, the Deputy Director (Support) in Reference (b) directed that exhaustive study of our office should be continued to insure that the provisions of Reference (a) are fully carried out. In consonance therewith, the activities, functions, projects and procedures of the Office of Security have been closely reviewed and documented in considerable detail. This section of the report deals with the activities, functions, projects and procedures of the office as carried out by its major components and their subdivisions.

3. The personnel strength of the Office of Security as of 28 February 1958, is reflected by the following table showing personnel allocations to the various components of the office. The T/O shown includes pending adjustments requested in the D/S memoranda to Chief, Management Staff dated 9 October 1958 and 20 February 1959.

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4. A portion of the workload of the office translated into statistics for the past three years is as follows:

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<u>Activity</u>	<u>1956</u>	<u>1957</u>	<u>1958</u>
Staff applicant cases (included in 1 & 2 above)	4,850	4,009	3,281
Average days to process applicant cases	87	87	75.725X1

Physical security surveys	262	131	356
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<u>Activity (Cont'd)</u>	<u>1956</u>	<u>1957</u>	<u>1958</u>
Safe combinations changed	5,869	8,151	6,245
25X1 visitors badges issued	106,967	101,053	91,959

Requests for CIA record checks received from other agencies	25,720	30,911	29,410
Security files reviewed in response to other agency requests	1,828	1,699	1,961
Employees interviews (Returnees, Resignees, Official Travelers and Special)	6,985	7,487	6,757
Employees' transfer and reassignment actions reviewed	4,459	6,209	5,680
Requests for liaison contacts with other agencies	7,904	7,838	9,203
Employees' requests for approval of outside activities (outside instruction, travel, publications, miscellaneous)	4,480	4,645	6,163

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5. The discussion of activities, functions, projects and procedures herein is divided as follows:

INVESTIGATIONS AND OPERATIONAL SUPPORT

Security Support Division

Coordination and Review

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Security Records Division

PERSONNEL AND PHYSICAL SUPPORT

Personnel Security Division

Interrogation Research Division

Physical Security Division

Foreign Support Staff

THE STAFFS

Administration and Training Staff

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Inspection Staff

Policy Staff

Security Research Staff

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**INVESTIGATIONS
AND
OPERATIONAL SUPPORT**

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INVESTIGATIONS & OPERATIONAL SUPPORT

GENERAL

The Deputy Director for Investigations and Operational Support in performing his mission of assisting the Director of Security in the security program, insofar as it relates to investigations [REDACTED] of Agency covert operations, acts for the Director of Security in directing the activities of the following components of the Office of Security:

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Security Support Division

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[REDACTED]

Security Records Division

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[REDACTED]

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SECURITY SUPPORT

DIVISION

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Turnover of Personnel

Historically, the turnover of professional personnel in the SSD has been high. During 1958, for example, 26 supervisors transferred out of SSD and 29 professional employees transferred into the Division. This activity in the movement of professional personnel affected over 50% of the professional staff of the Division. The transfers are shown in detail below:

Professional Transfers IN to SSD during 1958

<u>Number</u>	<u>Transferred From</u>
23	<div style="border: 1px solid black; width: 150px; height: 30px;"></div>
4	Overseas Returnees
1	A&TS
<u>1</u>	DCI Security Staff
29	

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Professional Transfers OUT of SSD during 1958

<u>Number</u>	<u>Transferred To</u>
14	<div style="border: 1px solid black; width: 240px; height: 60px;"></div>
3	
2	A&TS
1	Physical Security Div/OS
1	SRS/OS
1	Area S. O.
1	DCI Security Staff
1	J. O. T. /OTR
<u>2</u>	Resigned
26	

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Training

In view of the high rate of turnover of the supervisory personnel of the Division, considerable emphasis, of necessity, is placed on training the numerous Agents transferring into the SSD. Periodically, a series of seminars are held for new supervisors wherein discussions are had with regard to the policies and procedures of the Office of Security and other components of CIA. In addition, a "supervisors' manual" is available which contains in detail the responsibilities of the supervisors on the various desks. In addition, personnel are scheduled for various Agency training courses which will benefit them in their assignment, e. g., effective speaking, effective writing, management, basic supervision, CI familiarization and IOC.

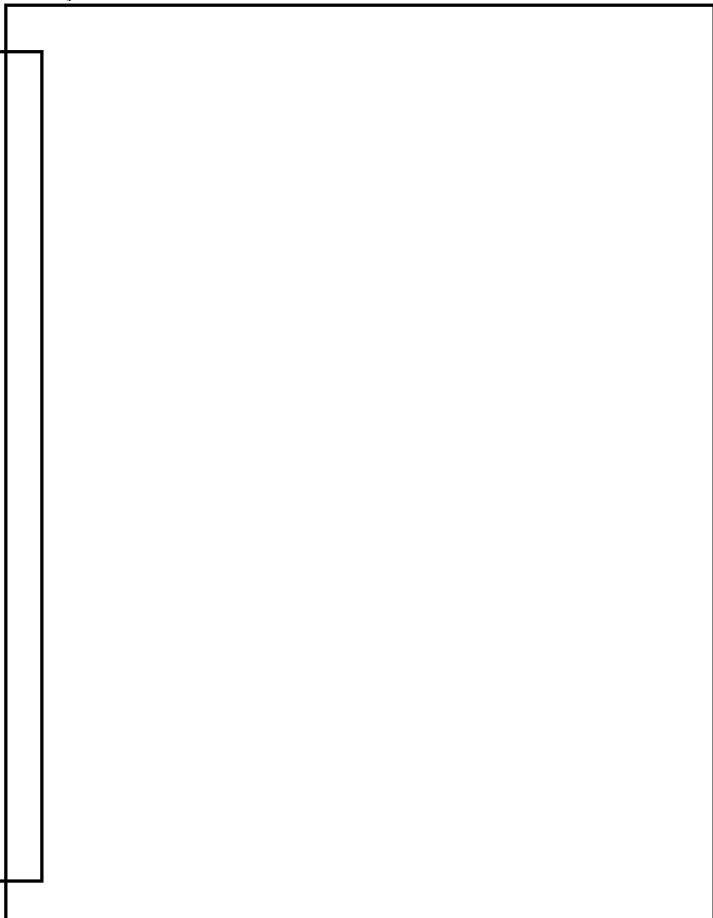
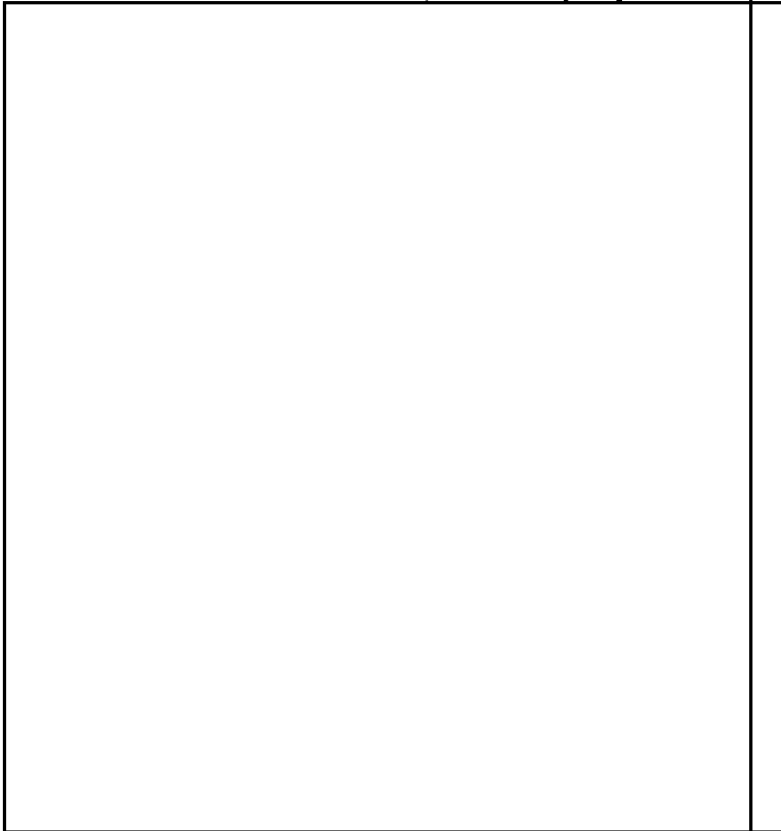
Review of the Effectiveness of the Security Support Division (SSD)

Workload

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The workload of the Division during the year 1958 and continuing to the current date has been extremely heavy.



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Office of Security policy suggests that it is desirable for men selected for certain overseas Security Officer positions to have had experience in Headquarters and in the SSD in particular. In view of this requirement and as the foregoing table indicates, several supervisors ☐ of this Division entered into full time training for overseas tours during 1958. The importance of standardized procedures is emphasized by this constant movement of personnel.

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Manpower - Clerical

The clerical staff has generally been the authorized number, but it has been hard pressed to keep abreast of the heavy workload. Although forms are used wherever possible, still the typing workload is extremely heavy. All clerical employees are utilized to the maximum. The Support Branch and Investigations Branch assist one another in the handling of peak clerical workload periods. In addition, the secretaries of the Division Chief and Deputy Division Chief frequently assist in typing work backlogged in the Branches. There is no question but that the clerical staff is more than sufficiently employed.

On-Duty Strength by Grades

The on-duty strength of the Security Support Division grade-wise by Branches is as follows:

Investigations Branch

	- GS-14
	- GS-13
	- GS-12
	- GS-11
	- Clerical

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Support Branch

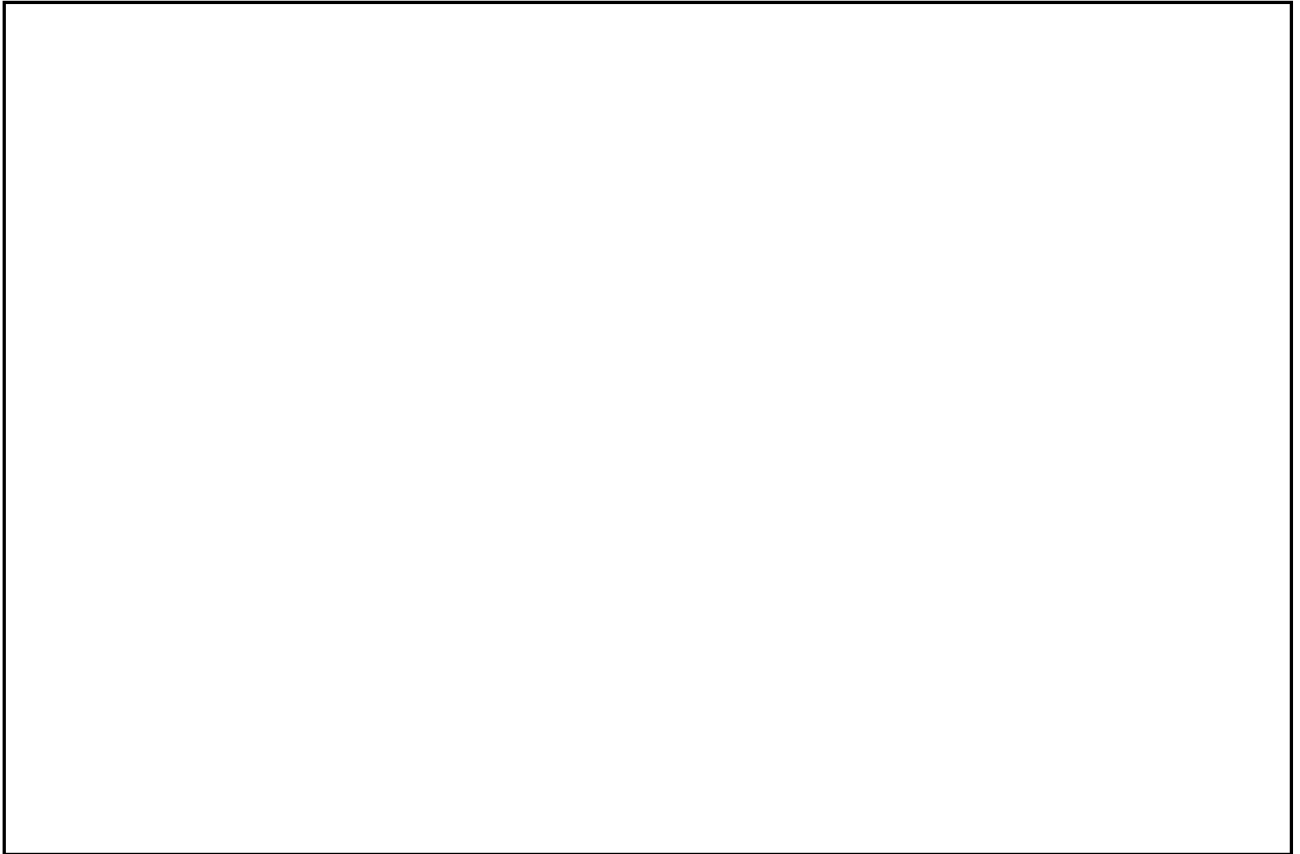
	GS-14
	GS-13
	GS-12
	GS-11
	Clerical

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INVESTIGATIONS BRANCH

The mission of the Investigations Branch is, from the Headquarters level, to direct the conduct of all investigations initiated by the Division for clearance purposes. The Branch also evaluates the results of these investigations in covert cases and arrives at a security determination with regard to the proposed use.



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SUPPORT BRANCH

The mission of the Support Branch is to apply the assets and capabilities of the Security Support Division in fulfilling requests for operational support levied upon the Office of Security.

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The functions of this Branch are to:

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COORDINATION
AND
REVIEW

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SECURITY RECORDS DIVISION

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SECURITY RECORDS DIVISION

The recently established Security Records Division, composed of an Operations Branch, Records Branch, and Research and Analysis Branch is headed by a Chief (GS-14), a Deputy (GS-13), a Special Assistant (GS-12), and one clerical (GS-5). The Division is charged with the responsibility of providing current and long range operating support for the Office of Security mission by the effective development, management, utilization and protection of security records, and by the provision of records research and analysis services.

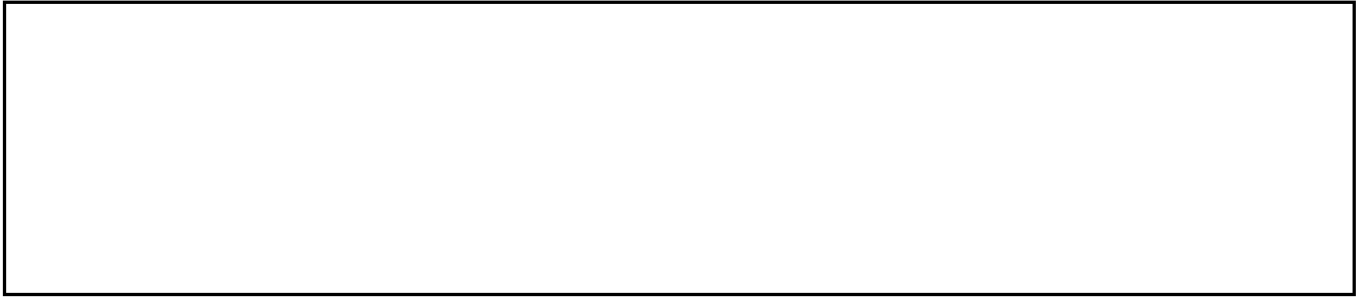
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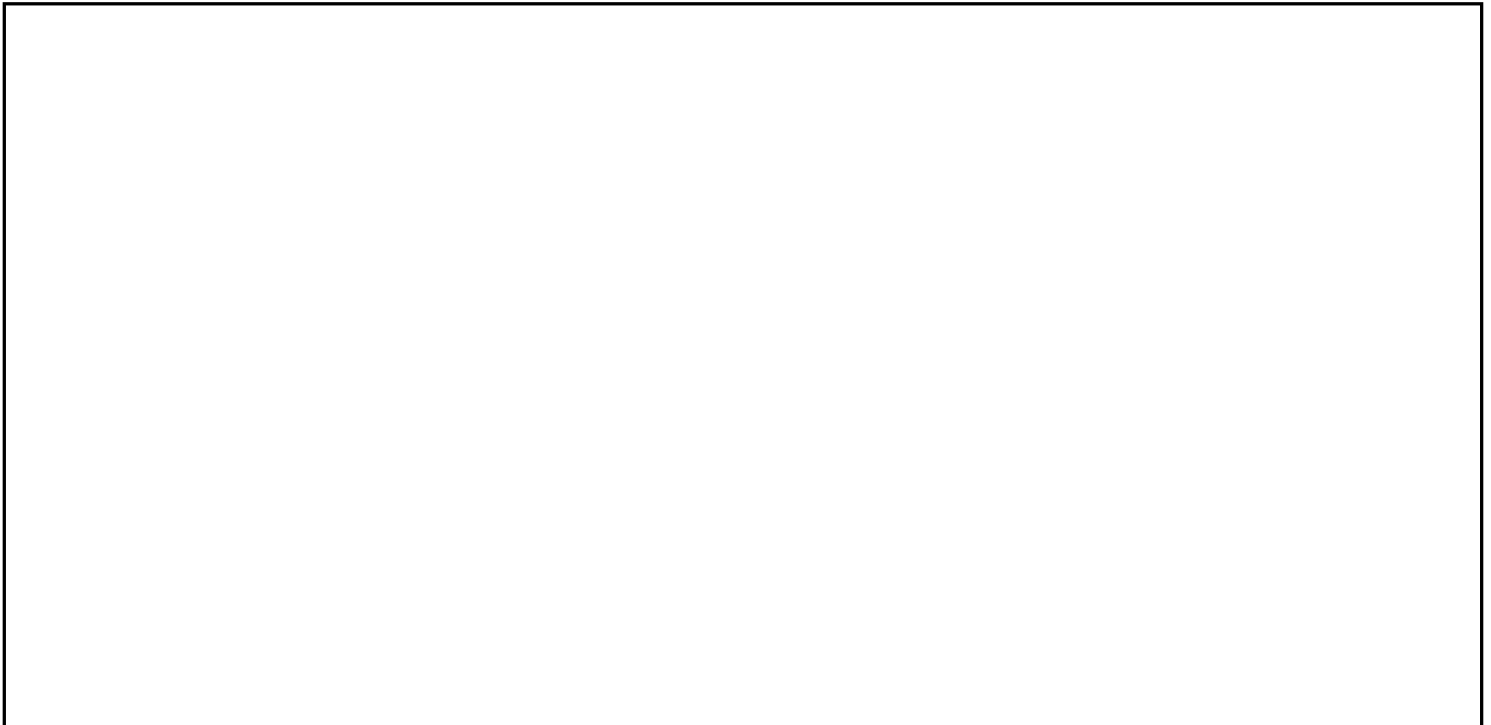


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Prior to the establishment of the Security Records Division in the Office of Security there had been two separate records operations; one called the [redacted] which handled all covert files and indices and the other known as the [redacted] which handled all overt files and indices. The proposed Table of Organization for the Security Records Division presupposes the complete consolidation of these two records systems into a single uniform system. The work of this consolidation is mentioned hereinafter under "Special Projects".

Functions

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Office of Security Directive 59-2 dated 12 March 1959 has set forth the uniform system to be followed throughout the Office of Security in indexing and searching material, which system will be placed into effect on 1 April 1959. In order to accomplish our goal of a uniform indices, it will be necessary to retype and set up according to the recently approved system over one million current index cards. In terms of work requirements, we estimate that this project would require the full time services of seven typists for a period of two years.

This project is deemed necessary at this time in view of the vital importance of operating an index system which will effectively serve our needs in the Office of Security in the future on a permanent basis.

Another special project in the integration of the Office of Security records systems is the establishment of uniform records management systems in all components of the Office of Security. Entailed in this project will be the establishment of a standardized and centralized numbering system for all security files and records.

A third special project will be the purging of duplicate and extraneous material from our security files. This project will be accomplished as time permits and will be placed on a relatively low priority.

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**PERSONNEL & PHYSICAL
SUPPORT**

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PERSONNEL & PHYSICAL SUPPORT

GENERAL

The Deputy Director for Personnel and Physical Support in performing his mission of assisting the Director of Security in the security program, insofar as it relates to personnel and physical security and safety and fire prevention, acts for the Director of Security in directing the activities of the following components of the Office of Security:

Personnel Security Division

Interrogation Research Division

Physical Security Division

Foreign Support Staff

The immediate staff of the DD(PPS) consists of two professionals and one clerical (the Deputy Director, his Assistant and one secretary).

The DD(PPS) is responsible for the technical guidance and support

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PERSONNEL SECURITY

DIVISION

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The turnover of professional employees was heavy - four experienced security research analysts were transferred to the Security Records Division on 13 October 1958. During 1958 and 1959 (Jan.) seven new professional employees reported for duty, one from overseas and the remainder from Security Support Division offices. One other professional employee was assigned from SSD to the Clearance Branch but shortly thereafter was reassigned to Security Records Division.

Manpower - Clerical

The constant movement of clerical employees because of maternity leave, reassignments, and resignations has placed an undue burden on the supervisors to train new employees. By the time training has been completed, there is a call from other areas for the employee. During 1958 it has been difficult to maintain the Branch at its authorized strength.

Training of Personnel

In order to maintain skills required in the performance of duties, both clerical and professional employees attended various training courses. These courses included General Refresher Courses (Typing and Stenography), Intelligence Orientation Course, Polygraph training, Management and Security Audio-Countermeasures Course. Several of the professional employees undertook language training courses after hours, utilizing Agency facilities. With the turnover of personnel as noted above, on-the-job training is conducted by each supervisor.

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**INTERROGATION RESEARCH
DIVISION**

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INTERROGATION RESEARCH DIVISION

The Interrogation Research Division is charged with the mission of obtaining information through polygraph and oral interrogations and providing such information to assist in the determination of the security acceptability of persons employed by, or associated with the Agency.

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The Division consists of ☐ professional slots supported by ☐ technician and ☐ clerical positions, allocated functionally as in the following tabulation. However, the professional employees, within the limits of their experience, language proficiencies, and area knowledge, are capable of carrying out any of the activities of the Division and hence are used interchangeably therein.

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PHYSICAL SECURITY

DIVISION

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PHYSICAL SECURITY DIVISION

The Physical Security Division, composed of a Building Security Branch, Physical Survey Branch, and Technical Branch, is headed by a Chief (GS-15), a deputy (GS-14), one special assistant (GS-13) and one clerical employee. The Division is charged with the responsibility to conduct research on, develop, test, establish and maintain safeguards and techniques for the protection of classified information and the prevention of physical penetration of Agency activities by unauthorized persons; monitor through inspections and investigations as necessary, the compliance with security policies or regulations; and plan and implement the Agency safety and fire prevention program,

The proposed T/O is pending approval at this time. The allocation under this T/O and the actual on duty strength as of 28 February 1959 is shown in the following tabulation.

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PHYSICAL SECURITY DIVISION PROFESSIONAL PERSONNEL

The usual educational requirement for Physical Security Division professional personnel is a college degree with preferably some experience in another component of the Office or the Agency. A large proportion of the personnel is comprised of lawyers, civil, electrical and mechanical engineers, and experienced investigators. Division personnel have visited or been stationed at a majority of the Agency stations and bases; this has been of great benefit in the performance of many support requirements placed upon the Division.

It is estimated that TDY and training assignments, the exclusion of Night Security Officers and of the personnel assigned to the New Building reduce the effective professional strength 25X1A2G of Physical Security Officers at headquarters to about 75% of the "on duty" strength for performance of the regular daily headquarters physical security duties.

To achieve broad development of professional skills, Physical Security Division personnel have taken substantially diversified internal and external training. External courses have included CIC school, International Administration, International Law and History, Arson Investigation, Ammunition Inspection, and Communism in Europe. To acquire greater flexibility, an internal program of cross pollination of training has been implemented so that personnel in the Survey Branch will be trained in audio countermeasures and vice-versa.

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FOREIGN SUPPORT

STAFF

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FOREIGN SUPPORT STAFF

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Supervision of the Foreign Support Staff, composed of []
[] [] clerical employees, was delegated by the Director of Security
to the Deputy Director of Security for Personnel and Physical Support on
11 December 1958.

The Staff acts for the Director of Security in assisting him in his exercise of technical security administration, guidance, and support of overseas security personnel and activities. In the performance of its mission the Staff exercises administrative control of security personnel selected for, or returning from, overseas positions, unless otherwise assigned and provides career guidance for security personnel selected for, assigned to, and returning from overseas positions. It serves as Secretariat on overseas communications and maintains a record of actions in each instance. It keeps the Director of Security and his Deputy Directors continually informed of the security support requirements and activities of overseas security officers, including all communications received from them, and the replies thereto. It provides centralized services and guidance on cables, dispatches, pseudonyms and cryptonyms for the Office of Security. It is responsible to conduct and arrange for briefings and debriefings of all Office of Security personnel departing for, or returning from, overseas assignments. It makes recommendations to the Office of Security Training Officer for his guidance in developing training programs and coordinates on training programs proposed by A&TS for security personnel assigned to overseas positions. It obtains or develops information in order to maintain current knowledge on overseas security support problems, requirements and activities. It follows action on requests for direct support to security representatives overseas. It takes such other actions in support of the overseas security programs, as may be ordered by the Director of Security.

In performing the above functions, the Staff maintains close liaison with the operating divisions and thus obtains current information regarding the needs and plans of those divisions which affect the security support required in the overseas stations.

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THE STAFFS

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ADMINISTRATION AND TRAINING

STAFF

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ADMINISTRATION & TRAINING
STAFF

GENERAL

The mission of the Administration & Training Staff is to provide administrative, personnel, budget, supply and training support and special services for the Office of Security, including its headquarters, [REDACTED] and foreign activities.

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For the performance of this mission the Staff is divided into the following branches, staffed with [REDACTED] employees as indicated:

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INSPECTION STAFF

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INSPECTION STAFF

The Inspection Staff is composed of
Its mission is to conduct special inspections for the Director of Security, as required. It also is responsible for the preparation of Agency Security Regulations and the review and coordination of all regulations from a security standpoint.

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25X1 During the year 1958, this Staff conducted the following inspections, surveys or reviews:

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POLICY STAFF

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POLICY STAFF

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The Policy Staff, composed of [REDACTED] [REDACTED] assists the Director of Security in preparing security policies and plans, and provides guidance on Agency matters affected by security policies. In the performance of its mission, the Staff furnishes security guidance and advice to the Director of Security, to other personnel of the Office of Security and to other components of the Agency on problems of a security policy nature. It furnishes security guidance to Agency components on the release, both foreign and domestic, of classified material. It serves as Senior Support Planner of the Office of Security, as CIA observer on the State-Defense Military Information Control Committee, and as Security Advisor on the CIA Honor and Merit Awards Board. It furnishes security policy advice on matters originating outside the Agency, such as proposed legislation and Executive Orders, and writings on, or concerning intelligence. It conducts special studies within the Agency of matters having security policy implications. It maintains appropriate liaison with other Government departments and agencies on matters of security policy concern.

In its role as Senior Support Planner, the Staff reviews and comments with respect to security matters on war planning documents initiated by DD/P. In this connection, particular emphasis has been placed upon overseas evacuation and redeployment during emergencies. Inasmuch as the Office of Security will play a leading support role in these eventualities, considerable time and effort has been concentrated over the past two years to prepare a basic coordinated Office of Security War Plan. Recently, this Staff completed such a plan and its 75 pages represent an intensive effort. In addition, this Staff has participated extensively in various war planning discussions, both as formal seminars and in informal groups.

This Staff attends the regular weekly meeting of the State-Defense Military Information Control Committee, and represents the CIA in policies,

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procedures or activities that may arise in connection with the work of this Committee. A member of this Staff has, on numerous occasions, accompanied a U. S. Security Team charged with the responsibility in each instance in arriving at an assessment of the security capabilities of a foreign government.

Careful study is given to proposed legislation and Executive Orders as they may affect the security function of the Agency. Such a review requires careful consideration of the peculiar cover/security problems faced by CIA and, in a number of instances, specific recommendations must be made so that this Agency will not be hindered in carrying out its mission.

In a staff capacity, advice is given to Agency components concerning the security policy implications of releasing classified information domestically and particularly as concerns foreign governments. Specific proposals require assurances that all pertinent laws, Executive Orders and regulations have been properly complied with.

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**SECURITY RESEARCH
STAFF**

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SECURITY RESEARCH STAFF

General

25X1 The Security Research Staff plans and implements all security programs designed to detect and prevent penetration and infiltration of CIA by foreign or domestic organizations or individuals whose activities may be inimical to the interests of the U. S. Government. As a corollary to the detection and prevention of penetration and infiltration of CIA is the protection of Agency personnel from false allegations, black propaganda and smear attempts.

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